Mission, Goals, and Objectives 1986-1991

Integrated Five-Year Planning for the British Columbia College and Institute System

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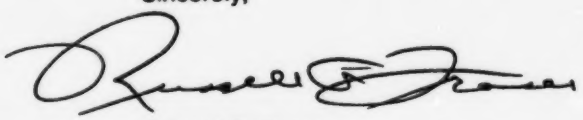
Introduction

A statement that sets forth the Mission, Goals, and Objectives of an enterprise as crucial to our societal development as the College and Institute system is necessarily a complex instrument. It can be neither intolerant nor inflexible. It has to be a dynamic statement that allows for evolution and movement.

This brief document represents the work of countless people, all dedicated to the growth and enhancement of our College and Institute system. It is not meant as a parable carved in stone but rather as a blueprint for progress, as a map for planning.

I thank all of you who helped for your assistance, your willingness to compromise and for your spirit of good will.

Sincerely,



Russell G. Fraser
Minister of Post-Secondary Education

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Responsibilities for Governance

This statement of Mission, Goals, and Objectives applies to British Columbia's college and institute system as a whole. The system is governed by the Minister responsible for colleges and institutes and the Boards of these colleges and institutes. Where responsibility for meeting a particular objective lies with a specific component of the system, this has been indicated in the phrasing of the objective. Without limiting or conflicting with the specific allocation of responsibilities as established by relevant legislation, the following will serve as an outline of the distribution of responsibilities within the system.

The Minister will be responsible for:

- developing a provincial policy and framework for comprehensive planning;
- authorizing the Mission, Goals, and Objectives Statement, which will be regarded as a statement of common purpose and serve as a principal direction-setting document for the system;
- delineating, clarifying, and harmonizing the roles and plans of the system's components in the light of the Mission, Goals, and Objectives Statement. This will be carried out in a manner that reflects the complementarity of institutions while ensuring the differentiation of roles.

The Boards will be responsible for:

- developing institutional policy relating to governance and operations.
- developing institutional goals and objectives that reflect the region-specific and/or program-specific mandates of the institutions consistent with the overall Mission, Goals, and Objectives Statement;
- advising the Minister with respect to the provincial policy framework and relevant community, student, and employer needs and aspirations.

It is recognized that those within the system need to consult with one another and with appropriate professional and community representatives to ensure a sharing of relevant information. In the exercise of these responsibilities,

The Minister will:

- undertake to consult with Boards concerning the provincial policy framework and direction;
- ensure that advice from appropriate sources external to the system is sought;
- establish a process by which the system can obtain information from other Ministries and agencies;
- act as a liaison between the system and other government (provincial and federal) Ministries and agencies on matters relating to education and training.

The Boards will:

- develop an appropriate advisory structure reflecting their specific regional and/or program needs;
- take into account the opinions of the educators and students through the use of internal advisory committees;
- participate in external advisory committees relating to specific issues.

Mission

The mission of the college and institute system of the Province of British Columbia is to provide educational opportunities that will help adults meet continuing and changing individual and societal needs. These opportunities will be provided in a way that recognizes the aspirations of individuals, the present and future requirements of society for economic and social development, the priorities of government, the structure of the Province's post-secondary educational system, and the national and international context within which the system functions.

Goals and Objectives

Goal A: Accessibility

The system will seek to increase access and equity of access to post-secondary educational opportunities for British Columbians.

OBJECTIVE A 1. PLACES IN PROGRAMS

The Ministry will strive to increase the program profiles of institutions, consistent with student and employer demand.

OBJECTIVE A 2. FINANCIAL ASSISTANCE

The system will continue to provide financial assistance to students and will attempt to modify assistance programs as conditions warrant.

OBJECTIVE A 3. PROGRAM DELIVERY METHODS

The system will continue to explore and develop delivery methods that enhance access to education and training for individuals who otherwise might be excluded — whether due to physical/mental handicaps or social, geographic, or economic barriers.

OBJECTIVE A 4. PHYSICAL FACILITIES

The colleges and institutes will continue to improve physical facilities to make access easier for those with physical handicaps.

OBJECTIVE A 5. SUPPORT SERVICES AND PROCEDURES

The colleges and institutes will seek to ensure that support services and procedures enhance accessibility.

OBJECTIVE A 6. LIFELONG LEARNING

The colleges and institutes will provide opportunities for and encourage residents of the Province to participate in lifelong learning.

Goal B: Comprehensiveness

The system will be comprehensive by providing a variety of programs to meet the need for individual development as well as the societal need for an educated and well-trained population.

OBJECTIVE B 1. EXTENT OF COMPREHENSIVENESS

The colleges and institutes will encourage comprehensiveness by making available a range of institution-based and open learning programs. Each college will offer a program core including academic, career/technical, vocational, continuing education, and upgrading programs. The offerings of any college will be coordinated with those of reasonably proximate institutions. Provincial and/or specialized programs will also be provided through the institutes and appropriate colleges.

OBJECTIVE B 2. METHOD OF MAXIMIZING COMPREHENSIVENESS

The comprehensiveness of the total system will be maximized through adjustments to quantity and range of programs available throughout the Province. Programs will be added, amended, or deleted in response to emerging needs (e.g., the need to educate individuals for newly created jobs where the knowledge or skills required are not readily acquired through employment experience). Where a program cannot be offered in each college region, the need for the program, and its availability in reasonably proximate institutions, will be considered in determining where it will be offered.

OBJECTIVE B 3. ROLE OF COLLEGES IN COMPREHENSIVE SYSTEM

Colleges will:

- add to the core program base those programs that meet particular needs in the college region or unique or specialized provincial needs;
- act as post-secondary educational resource centres in their regions and will acquire and disseminate information about other educational opportunities in the region, as well as information about career choices;
- foster use of open learning and distance education;
- coordinate their program offerings with institutes and other colleges and, in the Lower Mainland, take account of the availability of urban transit and the proximity of institutions to one another and to the universities.

OBJECTIVE B 4. ROLE OF INSTITUTES IN COMPREHENSIVE SYSTEM

Provincial institutes will:

- develop specialized programming and delivery techniques in appropriate parts of their designated curricular areas;

- coordinate their program offerings with those of the colleges and other institutes.

With some exceptions, institute programming will typically be offered at institute facilities. In some circumstances, it may be deemed appropriate for an institute to deliver some programs in cooperation with one or more other institutions.

Goal C: Quality

The system will provide students with high-quality education and training relevant to their diverse and changing needs as well as to those of society.

OBJECTIVE C 1. EDUCATIONAL AND TRAINING STANDARDS

The system will ensure that curriculum quality and program standards are maintained by:

- ensuring that appropriate internal review and revision of curriculum and program standards take place on a regular basis and by ensuring that such systems of review and revision are adequate and effective;
- contributing to the establishment of training standards that will enable program graduates to enter trades and professions once other entry requirements to the occupations are met;
- ensuring that content and length of career and vocational programs are based on the skills and knowledge required for competency in the related occupations.

OBJECTIVE C 2. QUALITY OF INSTRUCTIONAL DELIVERY

The system will ensure that the instructional delivery of college and institute programs remains of high quality by:

- ensuring that instructors are up-to-date in their field of instruction;
- ensuring continued attention to quality of instruction by formal evaluation of instruction and provision of instructional development activities;
- ensuring that support services have a direct effect on the quality of educational programs.

OBJECTIVE C 3. PROGRAM RELEVANCE

The system will ensure that post-secondary programs provide learning experiences that are relevant to meeting societal needs and the occupational requirements of individuals by:

- establishing strong liaison with local and provincial industries in order to remain aware of the skill requirements of those industries;
- establishing strong provincial and local liaison with employers, labour representatives, universities, and other agencies interested in the academic and social program areas in order to share information and exchange views about program focus and content;
- ensuring that societal needs and the occupational requirements of individuals are taken into account in the program approval process;
- developing provincially recognized programs, particularly in the technical and vocational areas.

OBJECTIVE C 4. ARTICULATION

The system will ensure that an articulation process is in place to aid in achieving inter-institutional transfer credit, promote course equivalency, and provide a mechanism for enhancing cooperation and coordination in each instructional area.

Goal D: Occupational and Economic Development

The system, in cooperation with provincial and national agencies (both public and private), will contribute to the process of economic renewal and development within the Province.

OBJECTIVE D 1. OCCUPATIONAL SKILL DEVELOPMENT

The system will:

- provide upgrading and retraining opportunities that enable individuals to maintain or re-establish their position in the workplace;
- develop strategies that facilitate the transition from post-secondary training to employment;
- develop strategies that enable and encourage lifelong learning;
- provide job-entry training that permits individuals to acquire the skills necessary to secure meaningful employment;
- develop programming designed to develop entrepreneurial skills.

OBJECTIVE D 2. DIRECT INVOLVEMENT IN ECONOMIC DEVELOPMENT

The system will actively contribute its expertise and resources to the provincial goal of economic development. Such activity will be undertaken in a manner that does not detract from an institution's fundamental role of education and training. Individual institutions may, at their discretion, contribute to economic development by:

- participating in the elaboration of strategies for local economic development or renewal. This elaboration would normally occur in cooperation with other local or provincial agencies, associations, or employers;
- aiding in the development of export markets for B.C.'s goods and services through participation in international programs that are coordinated by the Ministry of Post-Secondary Education.

Goal E: Social Development

In cooperation with public and private agencies, the system will enhance the cultural, social, and recreational life of the Province, primarily by providing educational programs and support services.

OBJECTIVE E 1. COMMUNITY AND STUDENT FOCUS

The colleges and institutes will endeavour to integrate their services with local community agencies and contribute to community life. In addition, institutions will be encouraged to develop campus-based cultural and recreational student activities.

OBJECTIVE E 2. COMPLEMENTARY SERVICE

The colleges and institutes will ensure that, at the local level, a complementary relationship exists between the services provided by the institution and by other regional agencies. It is recognized that an institution cannot act as the sole resource for its community and should not provide services more appropriately provided by others.

OBJECTIVE E 3. EXCHANGE PROGRAMS

The system will encourage exchange programs and joint cultural activities, as appropriate.

Goal F: Use of Resources

The system will make effective and efficient use of all resources.

OBJECTIVE F 1. EFFICIENCY

The system will adopt efficient strategies for instruction and delivery of services and will facilitate the exchange of information about instructional and administrative approaches that have proven effective and efficient.

OBJECTIVE F 2. COORDINATION

The system will promote coordination of programs and services among institutions.

OBJECTIVE F 3. CONSULTATION AND AGREEMENTS

The Minister will maintain appropriate inter-provincial and federal/provincial arrangements and maintain mechanisms for consulting with provincial and national agencies, organizations, or associations that have a direct interest in the education and training system.

Goal G: Accountability

The system will be accountable to the public, through the Boards and the Minister, for the provision of education in an educationally and fiscally responsible manner.

OBJECTIVE G 1. ASSESSMENT THROUGH MISSION, GOALS, AND OBJECTIVES

The system will continue the process of institutional evaluation, using this document, the five-year plans, and the mission, goals, and objectives developed by the Boards of institutions to provide a framework for this evaluation.

OBJECTIVE G 2. EDUCATIONAL ACCOUNTABILITY

In addition to considering the performance of an institution with respect to the goals and objectives outlined in this document, assessments of the quality and relevance of an institution's educational programs will take account of:

- the principles of learning effectiveness;
- the acceptance of its graduates into the workforce or institutions of higher learning;
- the opinion among the immediate community of the quality and relevance of the institution's offerings.

OBJECTIVE G 3. FISCAL ACCOUNTABILITY

The system will continue to develop and implement procedures that ensure fiscal accountability.